

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Applicant Cases Cancelled After Full Clearance

FROM:

Deputy Director for Support

EXTENSION

NO.

DATE

29 FEB 1964

25X1

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across columns after each comment.)

25X1

1. Executive Director-
Comptroller 7 D 59

3 Mar 59

Kirk:

2. DD/S - Noted Noon meeting

3. 4 Mar 64

File

I believe the actions taken and planned as described in the attached memorandum from the Director of Personnel constitute about as much as we can do to lower the number of applicant cases cancelled after full clearance. I was somewhat surprised to note in paragraph 8 that private industry apparently has a continuing problem in this area.

We shall continue to follow recruitment activities, keeping to a minimum the amount of wasted time and effort in the processing of applicants who do not finally enter on duty.

25X1



Att: Memo dtd 24 Feb 64 to DD/S fm D/Pers, same subj

DD/S 64-1116

24 FEB 1964

Executive Registry
60-1537

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Applicant Cases Cancelled After Full Clearance

1. On 14 January we forwarded through you to the Executive Director-Comptroller a report of our analysis of the October applicant cases which have been the subject of so much discussion. The Executive Director-Comptroller returned it to you with this note on the buck slip, "Red: In order to put pressure on our components to be more selective or certain, let's work out some penalties e.g. lower priorities, etc. In order to make sure applicants are really interested let's direct the recruiters to be more insistent. L.B.K." In turn, we were requested by your Executive Officer to give you our "views on how the objective of decreasing the number of cancellations after full clearance may be accomplished."

2. We believe that our October report was reasonably responsive but further study and thought have given us greater insight into the problem and its solution. First, we have discovered that to an undeterminable but significant degree the increase in number of cancellations after security clearance is a statistical result of improved procedural efficiency. In collaboration with the Office of Security, we shortened by several weeks the overall period of applicant processing by initiating the request for security investigation at the moment of decision that a candidate looked good enough to justify invitee travel for interviews and testing. Since the scheduling of actual invitee travel is often delayed many weeks or even several months to a date acceptable to the applicant, field clearance had been completed in a greater proportion of cases prior to our final assessment and sometimes rejection of the candidate. Thus, it may well be that improvements in our procedural efficiency may account for the increase in 1963 of cancellations after field investigation rather than greater indecision by employing offices or a lessening in the motivation and sincerity of applicants.

3. Basically we believe that the number of cancellations, whether before or after field investigation, is the reflection of a combination of factors, all of which cannot be controlled. The first, of course, is the competitive situation relative to each of the vocational areas in which we are recruiting. A highly competitive situation fosters indecision and shopping on the part of candidates and forces us to consider marginal candidates. Increased cancellations initiated by either party are the inevitable result. Equally critical is the magnitude of personnel requirements relative to the manpower engaged in the recruitment and selection process. An excessively heavy work load means less intensive interviewing of applicants and less firmly based tentative judgments by employing officials.

4. The significant easing of our recruitment needs since last October has greatly changed the situation. Our recruiters have more time to be more thorough in their interviews and recommendations. At headquarters we are being far more demanding in the screening of applicant files. We have not sent for office consideration the minimally qualified as we did during the peak effort earlier in the year. Thus, by the simple process of reducing the

number of marginal applicants under consideration (marginal both as to qualifications and motivation), we are effecting an increase in the probabilities that cases put into full process will end up as EOD's.

5. It is only fair to point out, at this time, that the drastic curtailment of our recruitment requirements in the past two months will cause a sharp increase in cancellations. For a short period this will statistically obscure the improvements we have made.

6. The Executive Director-Comptroller has made two informal suggestions:

a. "In order to put pressure on our components to be more selective or certain, let's work out some penalties e.g. lower priorities, etc."

b. "In order to make sure applicants are really interested let's direct the recruiters to be more insistent."

As to the first of these we do not believe penalties are necessary or desirable. Our job is to recruit the manpower needed. To chastise an office by putting low priorities on its requirements simply hurts the Agency. We believe the easing of recruitment pressures, our efforts to get sharper definition of the qualifications desired and required in candidates, the elimination of fishing expedition practices in putting applicants into process, and insistence on earlier decisions from employing offices will bring about the desired results.

7. With respect to being more "insistent" with regard to the real interest of an applicant, our recruiters are highly skilled in detecting the casually interested applicant. More important, however, we have learned from experience that we can demand no more assurance from the applicant than we are prepared to offer the applicant. In view of our interest in the personal as well as technical qualifications of an applicant and our need to postpone our decision until after interviews, field investigation, medical examination, etc., we do not believe we should go further than we presently do in requiring assurance that the individual will heed our possible call to duty four months later. As a matter of reality, the fact that so many persons are indeed willing to put up with so much delay and uncertainty is proof of exceptionally high sincerity with respect to the employment application.

8. In the January 1964 issue of Nation's Business, George S. Odiorne, Director, Bureau of Industrial Relations, University of Michigan, had an article titled "How To Get Men You Want." In part he stated, "You'll typically interview about 150 students to find 15 you'd like to invite to the office for interviews. Out of this you'll learn that 10 are worth making an offer. Of this 10 you can count on hiring 5 to 7." The "invitation to the office" in industry is comparable to initiation of security clearance and invitee travel in CIA. Among professional applicants CIA enters on duty half of all put into process and of our JOT's only a third. This compares quite well with the 5 to 7 industry hires out of 15 invited to the office.

9. In conclusion, we believe that highly satisfactory results will be achieved from our present course of action with primary emphasis at this time on those things inherent in paragraph 4 of our January report which we quote:

"Our analysis suggests one point at which closer monitoring and a hard-nosed approach might effect a saving--we should keep pressure on the interested offices to make more frequent review of cases in process to insure the conditions which existed at the initiations were still working and to determine that, so far as could be known, the applicant would still be wanted when cleared."



EMMETT D. ECHOIS
Director of Personnel

25X1

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600110002-4

TRANSMITTAL SLIP		DATE
TO: Colonel White		CIA-RDP84-00780R000600110002-4
ROOM NO.	BUILDING	
REMARKS:		
Recommend your initials.		
VRT		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600110002-4

27 JAN 1964

Director of Personnel

5 E 56 Headquarters

Personnel 15

Please note Mr. Kirkpatrick's
comments on the attached routing slip. *

Will you please give Colonel White
your views on how the objective of
decreasing the number of cancellations
after full clearance may be accomplished.

for VRT

Executive Officer to the
Deputy Director for Support

STAT 7 D 24 Headquarters ☐

EO-DD/S:VRT:maq (27 Jan 64)

Distribution:

- Orig - D/Pers w/O of DD/S 64-0202 w/atts
- ✓ 1 - DD/S Subject w/ccy of DD/S 64-0202
- 1 - DD/S Chrono

DD/S 64-0202: Memo dtd 14 Jan 64 to ExDir-Compt fm D/Pers, subj: Applicant Cases Cancelled
After Full Clearance

*Mr. Kirkpatrick's comments on routing slip ret'd to DD/S: "Red: In order to put pressure on our components to be more selective or certain, let's work out some penalties, e.g. lower priorities, etc. In order to make sure applicants are really interested let's direct the recruiters to be more insistent. s/LBK"

SECRET

FILE

MEMORANDUM FOR: Executive Director - Comptroller

THROUGH *Active* Deputy Director for Support *13/hgl* 20 JAN 1964

SUBJECT : Applicant Cases Cancelled After Full Clearance

REFERENCE : Memorandum to Exec Dir fr D/Pers, dtd 12 Dec 63,
same subject

1. This memorandum is for information only and is the report of the detailed analysis of the October applicant cases which were the subject of reference.

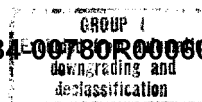
2. In the ten years from 1953 through 1962, security was initiated on 36,795 cases and cancelled on 17,364. On an annual basis, the percentage of cases cancelled sometime during the processing--not necessarily after field clearance--ran from 38% in 1955 to 54% in 1953. Over the ten year period, the average was 47%. In the first eleven months of 1963, there were 5,480 initiations and 2,828 cancellations - 52% (Tab A). It is important to remember that "cancellation" includes all reasons--voluntary as well as dropping of interest by the initiating office.

3. The analysis of the October cases was made in several ways: the total time each case was in process; the time between field clearance and cancellation; the relationship of reason to time; and finally a detailed case by case analysis of those forty-odd cases which were 180 days or more from security initiation to cancellation.

a. Tab B is a table of the days in process after security initiation. (See Tab D for percentage analysis of time.) If there is any pattern apparent it is that the longer-lasting cases are those cancelled by the applicant. Our subsequent analysis of the 180 plus cases shows long and continuing efforts on our part to get decisions from these applicants.

b. Tab C is a table of the days in process after clearance. (Percentages in Tab D.) The conclusion we may draw here is that apparently the granting of the clearance precipitates a decision on the part of either the applicant or the Agency.

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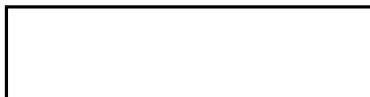
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SUBJECT: Applicant Cases Cancelled After Full Clearance

Twenty-four applicants cancelled within six weeks, eighteen were dropped by the interested office, seven were disapproved by Security and seven by Medical. However, it did take 38 applicants more than ninety days to decide not to come to work for us after we attempted to establish EOD dates or, in the case of JOT's, to set final processing schedules. In Tab F are some typical examples of cases long delayed by the applicants.

c. We looked at the cases cancelled by the originating office. They were distributed over many offices with such concentration as there was in OSI (4), OOR (3), and Security (3). Other than these there seems to be no particular pattern by office. The reasons for office cancellation, as was expected, were: better candidates now available; position filled from within; reorganization eliminated position; poor impression during interview. Tab E contains capsule comments on the reasons the cases were cancelled by the offices. (Only 22 are covered as two of the 24 were unavailable at the time of this review.)

4. Our analysis suggests one point at which closer monitoring and a hard-nosed approach might effect a saving--we should keep pressure on the interested offices to make more frequent review of cases in process to insure that the conditions which existed at the initiation were still working and to determine that, so far as could be known, the applicant would still be wanted when cleared. Here note that we may decide to let a case continue after the originating office loses interest when the applicant has qualifications which may be worth considering for another office. Similarly, a JOT candidate who fails to meet the medical standards may yet be placeable elsewhere. With this exception, we conclude that there is no effective attack on the cancellation problem and that it is but a cost of doing business.



Ernest D. Echols
Director of Personnel

25X1

Attachments: A/S

Distribution:

Orig. & 1 - Addressee

1 - D/Pers

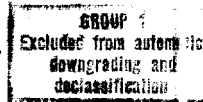
1 - C/POD

1 - DD/S

OP/POD/

mkv (10 Jan 64)

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TAB

Agency
 Regular Civilian Applicants
 Initiations, Cancellations, and Accessions

Calendar Years 1953 thru November 1963

Calendar Year	Initiations	Cancellations		Accessions
		Number	%	
1953	4504	2435	54	2644
1954	3359	1411	42	1658
1955	3965	1510	38	2428
1956	4410	2005	45	2334
1957	3932	2078	53	2268
1958	2849	1421	50	1506
1959	2889	1486	52	1482
1960	2411	1112	46	1111
1961	3643	1722	47	1851
1962	4833	2185	45	2267
TOTAL	36795	17364	47	
1963 First 11 months	5480	2828	52	2811

TAB

S-E-C-R-E-T
Approved For Release 2002/08/14 : CIA-RDP84-00780R000600110002-4
Regular Civilian Applicant Cancellations
Reason, Number, and Days In Process After Date of Security Initiation
During the Month of October 1963

CODE	REASON	Per cent	Elapse Time Between Date of Security Initiation and Date of Cancellation											
			Total	Less than 30 days	30-59	60-89	90-119	120-149	150-179	180-209	210-239	240-269	270-299	300&Over
A	Accepted Another Position	18.7	27			2	8	8	3	2	1			3
B	Returned To School	7.6	11						4	2	1	2	1	1
C	Did Not Reply To Correspond.	9.7	14				1	3		3	2		1	4
D	Will Remain in Present Posit.	6.3	9			1	2		1	2	1	1		1
E	Wanted Higher Grade	0.7	1			1								
F	Not Interested (General)	6.9	10			1		2	4	1	1			1
G	Declining Because of Family	0.7	1					1						
H	To Be Married	2.1	3				1		1	1				
I	Unavail. Now-May Be Later	5.6	8					1	1	4		2		
J	Did Not Want Overseas	-	-											
K	Not Interested in Wash., D.C.	0.7	1						1					
L	To Enter Military Service	0.7	1					1						
M	Office No Longer Interested	16.7	24		4	4	6	5	2		2	1		
N	Security Disapproval	6.3	9		1	3	2		1	1	1			
O	Background Disqualification	-	-											
P	Medical Disapproval	8.3	12			4	2	2	2	1	1			
Q	Panel Disapproval	-	-											
R	Other (Specify in Remarks)	9.0	13			4	4	3	1		1			
TOTAL		100.0	144		5	20	26	26	21	17	11	6	2	10

TAB

S-E-C-R-E-T
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Regular Civilian Applicant Cancellations
Reason, Number, and Days In Process After Issuance of Full Clearance
During the Month of October 1963

CODE	REASON	Per cent	E lapse Time Between Date of Full Clearance and Date of Cancellation											
			Total	Less than 15 days	15-29	30-44	45-59	60-74	75-80	90-104	105-119	120-134	135-149	150 & Over
A	Accepted Another Position	18.7	27	8	6	1	2	1	2	3	1			3
B	Returned To School	7.6	11				1	1	1	2	1			5
C	Did Not Reply To Correspondence	9.7	14	1		1	1	1	1	1	1		3	4
D	Will Remain in Present Position	6.3	9		2		1		2	1			1	2
E	Wanted Higher Grade	0.7	1	1										
F	Not Interested (General)	6.9	10	1		2		1	3		1		2	
G	Declining Because of Family	0.7	1				1							
H	To Be Married	2.1	3			1	1		1					
I	Unavail. Now-May Be Avail. Later	5.6	8				1		1	1	1	2	1	1
J	Did Not Want Overseas	-	-											
K	Not Interested in Wash., D.C.	0.7	1							1				
L	To Enter Military Service	0.7	1			1								
M	Office No Longer Interested	16.7	24	5	6	7	1		1	1			1	2
N	Security Disapproval	6.3	9	1	5	1				1	1			
O	Background Disqualification	-	-											
P	Medical Disapproval	8.3	12	3	1	3		2	2					1
Q	Panel Disapproval	-	-											
R	Other (Specify in Remarks)	9.0	13	3	2	4	1	1			1			1
TOTAL		100.0	144	23	22	21	10	7	14	11	7	2	8	19

TAB

Elapse Time Between Date of Security Initiation
and Date of Cancellation of
Regular Civilian Applicants With Full Clearance
During October 1963

Days	No.	%	Cum
Total	144	100.0	xxx
Less than 30 days	-	0.0	0.0
30 - 59	5	3.5	3.5
60 - 89	20	13.9	17.4
90 - 119	26	18.1	35.5
120 - 149	26	18.0	53.5
150 - 179	21	14.6	68.1
180 - 209	17	11.8	79.9
210 - 239	11	7.6	87.5
240 - 269	6	4.2	91.7
270 - 299	2	1.4	93.1
300 and over	10	6.9	100.0

Month Summary

Average Time to Cancel - 5 mos. and 6 days
Less than 90 days - 17.4
90 thru 179 days - 50.7
180 days and over - 31.9

Elapse Time Between Date of Full Clearance
and Date of Cancellation of
Regular Civilian Applicants
During October 1963

Days	No.	%	Cum
Total	144	100.0	xxx
Less than 15 days	23	16.0	16.0
15 - 29	22	15.3	31.3
30 - 44	21	14.6	45.9
45 - 59	10	6.9	52.8
60 - 74	7	4.9	57.7
75 - 89	14	9.7	67.4
90 - 104	11	7.6	75.0
105 - 119	7	4.9	79.9
120 - 134	2	1.4	81.3
135 - 149	8	5.5	86.8
150 and over	19	13.2	100.0

Month Summary

Average Time to Cancel
After Full Clearance - 2 mos. and 8 days
Less than 45 days - 45.9%
45 thru 89 days - 21.5%
90 days and over - 32.6%

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Reason for Cancellation by Office

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1.

On second interview, applicant seemed less alert and unable to follow simple directions or answer simple questions. Office (NPIC) learned she had been under observation by psychiatrists.

2.

No PHS in file. Interview by ORD revealed lack of technical depth which would preclude his use as research programmer in life sciences.

3.

Offered job as GSS-6, 8/13/63. Per telecon 9/20/63 he was no longer interested. Apparently decided to remain in Chicago. Note: original IR indicated GS-9 would attract him. OCS interest cooled due to his failure to respond to offer and his marginal qualifications [redacted]

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4.

TSD cancelled after interviews. Ceiling restrictions made it clear that expansion of staff would not take place due to budgetary limitations.

5.

TSD cancelled. "We cannot bring him on board, because his wife cannot go overseas."

6.

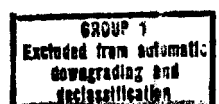
LOG cancelled. Subject is beyond age and grade level for a trainee yet lacks substantive experience in LOG field. [redacted] adds: Subject not interested in [redacted] because of family separations.)

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- | | |
|-----|--|
| 7. | OTR cancelled because the vacancy was filled from within by reassignment from another office. |
| 8. | After interview, OS decided it had better qualified candidates than subject. His age (33) also against him for trainee job. |
| 9. | OS decided it had better qualified candidates than subject. |
| 10. | OS decided it had better qualified candidates than subject. |
| 11. | OCR cancelled after all clearances completed due to budget and ceiling restrictions. Asked him to reapply in March 1964 if still interested. |
| 12. | OCR no longer interested due to poor impression made during interviews. |
| 13. | OCR was processing for Industrial Register which was abolished. RID not interested due weak college transcript. |
| 14. | JOTP cancelled after poor impressions during interview and poor test results. Marriage to French-American girl during processing did not help chances for placement outside JOTP. "Seems to lack drive and purpose" per JOTP interviewers. RID turned down because they had candidates with better college records and test results. |
| 15. | OSI cancelled because of ceiling limitations. No other offices interested due to ceiling limitations. |

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16.

OSI cancelled following interviews. In view of ceiling restrictions, subject's background is not strong enough to warrant exception.

17.

After interviewing him, OSI cancelled because of ceiling restrictions. His disinclination to accept a foreign assignment hurt his chances with other components.

18.

OSI cancelled because of stricter ceiling limitations. Candidate had meanwhile received raise which increased his asking price to GS-12, a level where no other components were interested.

19.

OCI cancelled following interview which revealed his disinterest in Watch Officer duties and spotty test evaluation. He was not particularly interested in the two jobs discussed by OCI and no other jobs were available.

20.

Medical Staff cancelled because, after interviews, subject decided to accept a residency in New York State in preference to CIA offer.

21.

Upon interviewing, Medical Staff felt there were other candidates better qualified for their positions than subject.

22.

Commo cancelled because of his failure to meet technical qualifications when tested. (Too slow in coding to meet standard.)

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declassification

TAB

Long-delayed Cases--180 Days or More After Clearance

Following are capsule comments about eleven cases which are typical of those where action--or inaction--by the applicant delayed resolution but in which ultimately the resolution was to cancel:

CASE 1. GS-08, FDD. Security was initiated 7 May 1963. Clearance was granted 23 July and an EOD date was set for 30 September. The subject's employment was contingent upon an M. A. degree and the EOD date was set by the subject's choice. He then withdrew his application to "relocate from Chicago to New York. "

CASE 2. GS-12, OSI. Security initiated the 31st of January 1963. Clearance granted on 3 May with an EOD date of 21 May. The subject held off giving us a reporting date. Finally, on the 8th of October, notified us he had returned to school and would not be available until June 1964.

CASE 3. GS-05, RID. Security was initiated 8 April 1963. Clearance granted 24 July. The applicant was polygraphed on the 4th of September. On the 13th, he advised us he was considering his own business venture and, if still interested, would call us. We cancelled after he had not made up his mind after 3 weeks further delay.

CASE 4. GS-07, JOT. Security was initiated on 22 December. Clearance issued 13 March. We wrote him on the 27th of February and 24 April and received no reply to our correspondence so the case was cancelled.

CASE 5. GS-07, Electronic Technician. Security initiated on the 26th of March. Clearance granted 21 June. Subject requested delay in setting EOD date and then decided to accept another position.

CASE 6. GS-07, Budget Assistant. Security was initiated 28 February. Clearance was granted 23 May. Pre-employment interviews were finally scheduled for 13 and 14 August (pre-employment interviews means medical and polygraph). On the 21st of August, the Medics effected a hold and correspondence relative to the medical problem was sent on the 29th of August. No answer was received until the 15th of October when the applicant told us that he had decided to remain in his present job.

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GROUP 1
Excluded from automatic
downgrading and declassification

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CASE 7. GS-07, Document Analyst for FDD. Security initiated 4 March 1963. Clearance granted 7 June. The applicant was in the Army during the summer. Pre-employment interviews were scheduled, therefore, for 10 and 11 October. After interview, the office cancelled as no longer interested.

CASE 8. GS-11, Physical Scientist. Security initiated sometime early in 1962, with the first clearance granted the 27th of June. Reactivated and a second clearance granted 7 January 1963 and again on the 14th of May. The applicant was originally considered by TSD in 1962 but then notified them he would not be available until January 1963. In January 1963, ORD took over the processing. The subject was still not able to give an EOD date. Finally, on the 21st of August because we had had no recent word from him, we wrote and said we would cancel his application if we didn't hear from him in the next 15 days.

CASE 9. GS-08, JOT. Security initiated 10 October 1962. Clearance granted 5 December 1962. We could not locate him for pre-employment tests until February. The medical clearance was granted on the 25th of February. Again, we had difficulty in locating him and finally on the 26th of September, told JOTP he had another job.

CASE 10. GS-13, Medical Officer. Security was initiated on the 14th of February. Clearance granted 10 May 1963: Medical Staff handled all the correspondence themselves and Personnel received a cancellation on 18 September when the Medical Staff said the subject was not interested.

CASE 11. GS-09, Geographer. Security was initiated on 23 January 1963. Clearance granted on the 23th of March. The subject was employed by another government agency but could not get a release until our need for him had been satisfied. The office cancelled the case.

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TRANSMITTAL SLIP 16 January 1964

TO: Colonel White (via Mr. Lloyd)		
ROOM NO.	BUILDING	
REMARKS: <div style="text-align: center;">Recommend your initials.</div> <div style="text-align: right;">VT. VRT</div>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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DD / S R E G I S T R Y

FILE

Personnel 15

10 August 1964

MEMORANDUM FOR: Mr.

SUBJECT : Recruitment and Selection of External JOT's

In the following paragraphs I have outlined the action process by which a JOT is brought into the Agency. This summary covers the sequence of action, review and decision-making from first contact in the field through JOTF training and assignment to an operating component.

How JOT Candidates Are Identified

Candidates come to the Agency's attention in a number of ways, usually one of the following:

1. The Field Recruiter seeks them out in the colleges and universities, business and professional organizations, and in the military. The recruiter may be assisted in his "talent scout" efforts by local acquaintances, placement offices, or any other sources of information and referral to which he has access in his territory.

2. Candidates write to the Agency and are referred to the appropriate recruiter in their area of residence.

3. Candidates "walk-in" at the Office of Personnel downtown office at 1016 - 16th Street in Washington. If an individual appears suitable, the Recruitment Branch interviewer there refers him to the JOT Office for preliminary interviews. If he appears worthy of further consideration, the candidate is given PHS forms to fill out and is referred for follow-up to the recruiter in his area of residence.

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4. Candidates are referred by sponsors who wish to recommend them for employment consideration. Through correspondence or preliminary interview, arrangements are made to give them application forms and put them in touch with the appropriate recruiter.

NOTE: However the first contact may come about, the following rules always apply:

a. Application forms are given only to candidates who, on preliminary interview, appear to warrant serious consideration.

b. As a first step, arrangements are made to test the candidate and have him interviewed by a recruiter.

c. The Field Recruiter does not make an employment commitment; he forwards to Headquarters the candidate's application, a report of his interview, and recommendation as to functional area(s) for which the candidate might be considered.

The First Step in Selection

The applicant file comes from the Field Recruiter, via the Office of Personnel, to the JOT Office where it is reviewed by three JOT staff officers. The file includes PES, medical history, secrecy agreement and college transcripts. If the file looks promising and test results are favorable, action is initiated to start the clearance process and to bring the candidate to Washington for interviews and a pre-employment medical examination. If the file is good but test results are not yet available, the clearance process is started but further action is held pending receipt of test results. If the file and/or test results are weak and there are no strong compensating factors, the candidate's application is rejected by JOTF and is sent back to the Office of Personnel for disposition.

NOTE: Every rejection is reviewed by Chief, JOTF and by Chief, Personnel Operations Division, OP.

The Second Step in Selection

The candidate invited to Washington goes first to the Medical Office for the laboratory phase of his examination. He then reports to the JOT Office and is interviewed in depth by at least three officers. Each interviewing officer makes independent assessments and records his impressions. Differences in opinion are reviewed in group discussion and a preliminary decision is made, a decision in which Chief, JOTF participates. If an outside opinion is needed at this stage on any case, arrangements are made to obtain it; e.g., a member of the A&E Staff may interview the candidate; if a professional specialty or technical qualification is involved which requires expert evaluation, a representative of the functional area concerned with the specialty is invited to participate; etc. After completing this interviewing procedure, the candidate returns to the Medical Office for physical and psychiatric examinations. At this stage, if all goes well, two determinations are made: the first is to continue processing; the second, a tentative judgment as to the Directorate for which the candidate appears best qualified.

NOTE: Of the seven JOTF officers involved in the selection process, only one has not served a tour overseas in the Clandestine Services. Two are veteran DD/P careerists, GS-15; a third, though an OTR careerist, has had three overseas PCS tours in both operational and training capacities, plus a good deal of TDY travel; three have served at least one PCS tour overseas in addition to several years of substantial Headquarters experience.

The Third Step in Selection

The Medical report on the candidate usually reaches the JOT Office about ten days after the examination. If it is disqualifying, the candidate's file is returned to the Office of Personnel marked "Reject on basis of medical report." If "Full Duty/General" clearance is granted (required for JOT's), the case is again reviewed by JOTF officers and the temporary action which initiated the clearance process is confirmed as a permanent action by the Director of Training. The Office of Personnel then informs the candidate that he has been "tentatively selected" at a specific grade and salary, subject to completion of processing.

The Fourth Step in Selection

When the Office of Security investigation has been completed, the candidate may be brought in for polygraphing. JOTF officers again review the file. If all appears favorable at this stage, the candidate is invited to Washington for polygraph examination. Upon completion of this step he goes to the Central Cover Staff for interview. When the polygraph office notifies CCS that the candidate is qualified, he is given a general [] cover briefing and then reports to the JOT Office. The JOTF Personnel Officer also is notified by the Office of Security of the result of the candidate's polygraph examination. If fully cleared - as is usually the case - the candidate is then offered employment as a trainee, and a date is set for entrance on duty.

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The Fifth Step - Evaluation During Formal Training - First Phase

All JOT's receive the same instruction during the initial Headquarters phase of the formal training, a period of about nine weeks. During this period trainees are observed by JOTF officers and by instructors drawn from all major components of the Agency. They are given three general examinations on subject matter. It is also during this period that most of the complete A&E assessment reports become available (see NOTE, below). Thus, while the trainee is learning more and more about the Agency and intelligence functions, we - collectively - are learning more and more about the trainees. Toward the end of this early training period the sum total of information on each trainee is reviewed and assignments are made to either OFC or OC. Among those going into the OFC the eventual area of assignment is usually DD/I, DD/S, or DD/SET; those taking the OC are presumed to be headed toward the DD/P. All decisions are tentative in that they must be validated by subsequent performance and evaluation.

NOTE: The tests taken by each candidate as a first step in processing constitute the most comprehensive measure of abilities, interests and aptitudes now in use by any Government agency. These tests are interpreted by A&E and are reported to the JOTF Staff as numerical scores plus a summary evaluation and recommendation. These test results are always a factor in every selection decision. As a practical matter, the A&E Staff is not able to provide full two-day assessments on every candidate prior to selection, but does

complete them all while the Trainees are in the early formal training phase, usually during the first few weeks. Thus full assessment reports are available and are considered before on-the-job placement occurs.

The Sixth Step - Evaluation During Formal Training - Second Phase

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Upon completion of the OFC, Trainees return to Headquarters for eight to ten weeks of additional training appropriate to their intended areas of assignment. Those in the OC receive eighteen weeks of training [redacted] In both the OFC and OC trainees are evaluated intensively; OFC Trainees by the instructors and JOTF officers; and OC Trainees by a large staff of instructors who are all DD/P experienced and mostly DD/P careerists working with JOTF officers. Comprehensive reports are prepared on each Trainee's performance, which are an important factor in determining the on-the-job training attachments which follow formal training. Upon completion of formal training the JOTF Staff meets with representatives of each Directorate, and the qualifications and performance records of Trainees are reviewed and matched against current job requirements.

The Seventh Step - On-The-Job-Training Attachments

On-the-job training assignments are proposed for each Trainee subject to personal interview and approval by appropriate supervisory authority in each Division, Office or Staff concerned. During the on-the-job training phase, the JOTF Staff receives periodic progress/performance reports from Trainees and their supervisors. Thus the appropriateness of each assignment, as well as the quality of the Trainee's performance, are under regular review. If any change in assignment or other corrective action appears necessary, it is effected at once.

The Eighth Step - Transfer from JOTF to the Operating Component

Upon satisfactory completion of at least six months on-the-job trial performance, and agreement between the JOTF Staff and the operating component concerned that the Trainee is properly placed and seems to be headed in the right career direction, the Trainee is proposed by the JOT Office for official transfer to the T/O of the operating component. This is the key and culminating decision of the entire process described above. The decision to accept or reject any Trainee rests with the head of the Office, Division, or Staff concerned.

[redacted]
Chief/JOTF

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DE / S R E G I S T R Y

FILE *Personnel 15*
12 AUG 1964

MEMORANDUM FOR: Assistant Deputy Director for Plans
Director of Personnel
Director of Training

1. As a result of a discussion I had with [redacted] on 10 August, I should like further consideration given to the following general questions:

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a. What changes, if any, do we need to make in our procedures to permit the Deputy Director for Plans to play a stronger role in the recruitment and selection of JDT's who will eventually be assigned to the Clandestine Services? The principle would, of course, apply to the other Deputy Directorates as well.

b. What changes, if any, in current procedures are required in order to provide for greater participation by the Clandestine Services in the training of its officers? Here again the principle would apply to the other Deputy Directorates. Some thought might be given to the establishment of a DD/P Training Board composed of three DD/P officials and the Director and Deputy Director of Training.

2. I plan to convene an informal meeting shortly after 15 September to discuss these items. I should like the following people to give some thought to them and to participate in the meeting: [redacted] Emmett Echols, Matt Baird, [redacted]

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Signed

L. K. White
Deputy Director
for Support

cc: C/OPSER
DDP/TRO

DD/S:LKW:jrf

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